Office of the Commissioner of Lobbying of Canada

2016-17

Report on Plans and Priorities

The Honourable Scott Brison, PC, MP
President of the Treasury Board

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Commissioner's Message

I am pleased to present the *2016-17 Report on Plans and Priorities for the Office of the Commissioner of Lobbying*. My mandate is threefold: maintaining a registry of lobbyists that is accessible to Canadians; fostering awareness of the requirements of the *Lobbying Act*; and ensuring compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

The *Lobbying Act* is based on the premise that lobbying is legitimate and must be conducted in a transparent manner. The Registry of Lobbyists is the primary instrument for the public disclosure of lobbying activities at the federal level. The Registry of Lobbyists allows Canadians to know who is lobbying federal public office holders and about which topics. In 2016-17, I will address a number of essential development and maintenance issues that had been deferred as a result of 2012 budget reductions. The primary objective will be to ensure that the Registry's platform and database remain up to date. I will also explore new registration and search features with my staff to continue to improve the user experience.

The purpose of the *Lobbying Act* is to ensure that federal lobbying activities are conducted in a transparent manner. The *Lobbyists' Code of Conduct* outlines the behaviour expected of lobbyists to ensure they conduct themselves according to the highest ethical standards. As Commissioner of Lobbying, it is my responsibility to develop and enforce the *Lobbyists' Code of Conduct*. Following extensive public consultations, I am pleased that the new *Lobbyists' Code of Conduct* came into force on December 1, 2015. This year, I will continue to develop guidance and tools for lobbyists to ensure that those who are subject to the Code can comply.

In 2016-17, my staff and I will continue to meet with lobbyists, elected officials and their staff, senior managers of the federal public service, and other interested stakeholders to ensure that the requirements of the *Lobbying Act* and the *Lobbyists' Code of Conduct* are known and understood. I will evaluate the effectiveness of the Outreach and Education program. I will also begin to explore the use of social media for outreach and education.

I will continue to improve compliance verification processes and implement more strategic compliance efforts. This year, I will place a greater focus on prevention and implement an integrated approach to compliance across all programs.

My first mandate ends in June 2016. Since June 2008, my Office has provided me with the advice and support needed to ensure that my mandate is fulfilled. As a result, the *Lobbying Act* and the *Lobbyists' Code of Conduct* have been administered and enforced in a manner that fosters transparency and high ethical standards in federal lobbying activities. I am proud of our accomplishments and I look forward to the new opportunities that the coming year will bring.

Karen E. Shepherd
Commissioner of Lobbying

Section I: Organizational Expenditure Overview

Organizational Profile

Deputy Head: Karen E. Shepherd

Enabling Instrument: *Lobbying Act*, R.S.C., 1985, c. 44 (4th Supp.)[1]

Year of Incorporation: 2006

Other: The Office of the Commissioner of Lobbying supports the Commissioner of Lobbying, who is an independent Agent of Parliament.

Organizational Context

Raison d'être

As an Agent of Parliament, the Commissioner of Lobbying of Canada reports directly to the House of Commons and the Senate. The Office of the Commissioner of Lobbying (OCL) supports the Commissioner in administering and ensuring compliance with the *Lobbying Act* (the Act) and the *Lobbyists' Code of Conduct* (the Code). The Act and the Code contribute to the confidence of Canadians in the integrity of government decision-making, by ensuring lobbying activities are conducted in a transparent manner and according to the highest ethical standards.

For administrative purposes, the President of the Treasury Board is responsible for tabling in Parliament the OCL's Report on Plans and Priorities and Departmental Performance Report.

Responsibilities

The Commissioner of Lobbying is responsible for the administration of the *Lobbying Act*. The authority of the Commissioner is derived from the Act.

The mandate of the Commissioner is threefold:

- Establish and maintain the Registry of Lobbyists, which contains and makes public the information disclosed by lobbyists;
- Develop and implement educational programs to foster public awareness of the requirements of the Act; and
- Undertake administrative reviews and investigations to ensure compliance with the Act and the *Lobbyists' Code of Conduct*.

Under the Act, the Commissioner of Lobbying has the authority to grant exemptions to former designated public office holders who are subject to a five-year prohibition on lobbying activities.

The Commissioner reports annually to Parliament on the administration of the Act and the Code. At the end of any investigation, the Commissioner is also required to submit a Report on Investigations to Parliament, to present her findings, conclusions, and the reasons for her conclusions.

Strategic Outcome and Program Alignment Architecture

1. **Strategic Outcome**: Transparency and accountability in the lobbying of public office holders contribute to confidence in the integrity of government decision-making.

   1.1. **Program**: Registry of Lobbyists

   1.2. **Program**: Outreach and Education

   1.3. **Program**: Compliance and Enforcement

   Internal Services

Organizational Priorities

Priority: Modernize the Lobbyists Registration System (LRS) application

Description: A robust, stable and user-friendly Registry of Lobbyists is essential for lobbyists to register and report their lobbying activities in accordance with the *Lobbying Act* and for Canadians to access timely information about lobbying activities.

The integrity and accessibility of the Registry of Lobbyists has been identified as a corporate risk area. Following the migration of the LRS platform to a new service provider which was completed in 2015–16, the application needs to be updated to ensure the Registry's long-term viability.

The LRS's business rules and data architecture were documented in 2013–14, and a protected development environment for the LRS was implemented in 2014–15. In 2015–16, the Registry database was replicated on the protected development environment and options for the long-term maintenance and development of the LRS were identified. Modernizing the LRS is the next step in ensuring the integrity of the Registry over the long term.

Priority type[1]: New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Program Alignment Architecture
The OCL will address essential maintenance issues that had been deferred as a result of reductions announced in Budget 2012.	April 2016	March 2017	Registry of Lobbyists
The OCL will review and document the LRS application's source code, improve database support, and consider new registration and search features to further improve the user experiences.	April 2016	March 2017	Registry of Lobbyists

[1] Type is defined as follows: *previously committed to*—committed to in the first or second fiscal year prior to the subject year of the report; *ongoing*—committed to at least three fiscal years prior to the subject year of the report; and *new*—newly committed to in the reporting year of the Report on Plans and Priorities.

Priority: Assess and enhance the effectiveness of the Outreach and Education program

Description: The OCL seeks to effectively use all means of communication–from traditional methods to new technologies–to educate lobbyists, public office holders, and other stakeholders about the requirements of the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

A Results-based Management and Accountability Framework (RMAF) for the Outreach and Education program was developed in 2015-16. This document sets out the expected results for the program, the program logic, and plans for monitoring and evaluation.

The OCL's multi-year evaluation plan identifies Outreach and Education as the target of the OCL's first program evaluation, planned for 2016-17.

Priority type: Previously committed to

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Program Alignment Architecture
The OCL will identify opportunities to enhance the Outreach and Education program, including exploring the integration of social media in outreach and education activities.	April 2016	March 2017	Education and Outreach
The OCL will continue to collect data from the surveys implemented in 2015-16 to garner participant feedback following outreach presentations to lobbyists and public office holders, and to understand how new registrants became aware of the requirements of the Act.	ongoing	ongoing	Education and Outreach Internal Services
The OCL will secure the services of an evaluator to conduct an evaluation of the effectiveness of the Outreach and Education program based on the RMAF developed in 2015-16.	April 2016	March 2017	Internal Services

Priority: Refine compliance verification processes

Description: Compliance verification ensures that registrable lobbying activity is properly reported, and information provided by lobbyists is accurate and complete. This enhances transparency by ensuring that those who are lobbying federal public office holders are in compliance with the *Lobbying Act*.

The migration of compliance files to the OCL's case management system was completed in 2015-16. The system allows for better management of compliance files and for more efficient compliance analyses.

In 2016-17, the OCL will focus on more strategic compliance efforts through the integration of compliance activities across programs.

Priority type: Ongoing

Key Supporting Initiatives

Planned initiatives	Start Date	End Date	Link to Program Alignment Architecture
The mandate of the Compliance Advisory Team, instituted in 2016-17, will be strengthened. This team brings together employees from across the organization with education, registration, investigation, policy and IT expertise. In 2016-17, members will not only recommend approaches to improve compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct* but will also begin to lead compliance verification projects.	April 2016	ongoing	Compliance and Enforcement Registry of Lobbyists Outreach and Education Internal Services
Performance accords for executives will include a focus on more strategic compliance efforts through the integration of compliance activities across programs.	April 2016	ongoing	Compliance and Enforcement Registry of Lobbyists Outreach and Education

Priority: Implement the Information Management/Information Technology (IM/IT) strategy by migrating the rest of the OEC's IT infrastructure to the same service provider as for the ILRB.

Description: Strong information management and information technology helps the OEC deliver on its mandate efficiently and effectively.

Greater integration of the OEC's systems will streamline information management and business processes, and allow for the integration of compliance verification activities across the organization.

Priority type: Previously committed to

Key Supporting Initiatives

Planned initiatives	Start Date	End Date	Link to Program Alignment Architecture
Expand the service agreement with the ILRB service provider to host the rest of the OEC's IT infrastructure	April 2018	August 2018	Internal Services
Migrate the OEC's MXIT systems to the new service provider and integrate systems	September 2018	March 2017	Internal Services Compliance and Enforcement

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Information Technology Security	This risk was identified as a result of the Internal Audit of the Lobbyists Registration System conducted in 2012-13. This risk was also documented in the Corporate Risk Profile, updated in 2013-14. A Corporate Security Plan, including an IT Security Plan, was developed in response to the audit finding. The LRS application was migrated to the new service provider in 2015-16 and the rest of OCL's systems are planned to be migrated in 2016-17. The OCL will expand the service agreement with the new service provider to provide a protected environment for all of its IT systems.	Internal Services
Integrity and accessibility of the Lobbyists Registration System (LRS)	It is important for LRS data integrity that information be posted in the Registry on a timely basis. The OCL is improving the integrity of the information contained in the Registry by educating lobbyists about the timelines for submitting monthly communication reports, with a view to improving the timeliness of disclosures by lobbyists. The OCL will keep the documentation of the Registry's processes evergreen to ensure its long-term integrity. Following the migration of the LRS application to a new service provider, the OCL will conduct a review of the application's source code, and will assess essential development and maintenance tasks and prioritize improvements. New registration and search features will be developed to further improve the user experience.	Registry of Lobbyists
Lobbyists fail to comply with the *Lobbying Act* because they do not understand the requirements	This risk was documented in the Corporate Risk Profile, updated in 2013-14. Following the implementation of the case management system, the OCL will continue to improve compliance verification processes. The OCL will take a proactive approach to compliance across all programs by bringing together education, registration, investigation, policy and IT expertise in order to develop and implement more strategic compliance efforts.	Registry of Lobbyists Outreach and Education Compliance and Enforcement

In managing the IT infrastructure that supports the Registry of Lobbyists and other systems, a number of risks related to IT security have been identified. Potential implications for such risks include a loss of confidence in the information contained in the Registry. The OCL continues to strengthen its management accountability framework to mitigate these risks. A Corporate Security Plan and an IT Security Policy were completed and approved in 2014-15. The

introduction of a segregated network in 2014-15 improved security with respect to the protection of compliance files and created a development environment for the Lobbyists Registration System (LRS) application. However, it introduced complexity and risk by requiring staff to switch between computers on two networks. The selection of a new service provider to host the LRS in 2015-16 has provided access to a secure platform that is capable of hosting all the OCL's IM/IT systems. In 2016-17, the OCL will continue to implement its IM/IT strategy with a view to migrating the rest of its IM/IT infrastructure to the new service provider. This will allow for greater integration of the OCL's systems and help streamline information management and business processes.

The integrity of the Registry data and easy access by Canadians are paramount to ensuring the transparency of lobbying activities. The OCL reviews and approves lobbyists' registrations and ensures that the Registry is available with minimum system interruptions. The migration of the LRS platform to a new service provider in 2015-16 has enabled the OCL to address essential maintenance issues that had been deferred as a result of budget reductions announced in Budget 2012. In 2016-17, the OCL will review and document the LRS application's source code, provide for better database support, and consider new registration and search features to improve the user experience.

Individuals, organizations and corporations may fail to register because they are not aware that the *Lobbying Act* applies to them. Over the past two years, the OCL has increased the number of advisory letters sent to potential registrants to ensure that those at risk of non-compliance are made aware of the requirements of the Act. In 2016-17, the OCL will continue to improve compliance verification processes and the proactive approach to compliance across all programs. The mandate of the Compliance Advisory Team, which was established in 2014-15, will be strengthened to allow team members to lead compliance verification projects, as well as recommend approaches to improve compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct*. This team brings together employees from across the organization with education, registration, investigation, policy and IT expertise.

The OCL will complete program evaluation work to assess the effectiveness of its outreach and education activities. The evaluation will build on previous work that has set out the expected results for the Outreach and Education program, the program logic, and plans for monitoring and evaluation. The OCL will explore the use of social media to improve the effectiveness of its outreach and education activities.

An Audit and Evaluation Committee (AEC) was established in 2009 as an independent advisory committee to the Commissioner of Lobbying. The AEC provides objective advice and

recommendations to the Commissioner regarding management, control and governance frameworks and processes. The AEC meets four times a year.

Planned Expenditures

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
4,462,886	4,462,886	4,462,886	4,462,886

Human Resources (Full-Time Equivalents [FTEs])

2016-17	2017-18	2018-19
28	28	28

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Programs and Internal Services	2013-14 Expenditures	2014-15 Expenditures	2015-16 Forecast Spending	2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
Strategic Outcome: Transparency and accountability in the lobbying of public office holders contribute to confidence in the integrity of government decision-making.							
Registry of Lobbyists	887,751	950,575	1,089,541	1,025,250	1,025,250	1,025,250	1,025,250
Outreach and Education	732,456	722,255	671,090	772,854	772,854	772,854	772,854
Compliance and Enforcement	1,080,788	1,111,761	1,103,687	1,121,510	1,121,510	1,121,510	1,121,510
Subtotal	**2,700,995**	**2,784,591**	**2,864,318**	**2,919,614**	**2,919,614**	**2,919,614**	**2,919,614**
Internal Services Subtotal	**1,762,528**	**1,895,935**	**1,773,340**	**1,543,072**	**1,543,072**	**1,543,072**	**1,543,072**
Total	**4,463,523**	**4,680,526**	**4,637,658**	**4,462,886**	**4,462,886**	**4,462,886**	**4,462,886**

The OCL's spending has remained fairly constant over the last few years. The increase in expenditures in 2014–15 compared to 2013–14 was due primarily to the payment in arrears of $106K as well as further development of the Lobbyists Registration System ($130K) and the Case Management System ($34K). These increases were offset by a decrease of $53K in other professional services.

The decrease ($43K) in spending when comparing the 2014-15 Expenditures and the 2015-16 Forecast Spending is due primarily to an increase ($139K) in spending to update the Lobbyists Registration System, a decrease ($51K) in outreach expenses as a result of the Code consultation

concluded in December 2014, and a decrease ($123K) in Internal Services as a result of reduced infrastructure investments.

The planned spending for 2016–17 and future years is expected to remain constant.

Alignment of Spending with the Whole-of-Government Framework

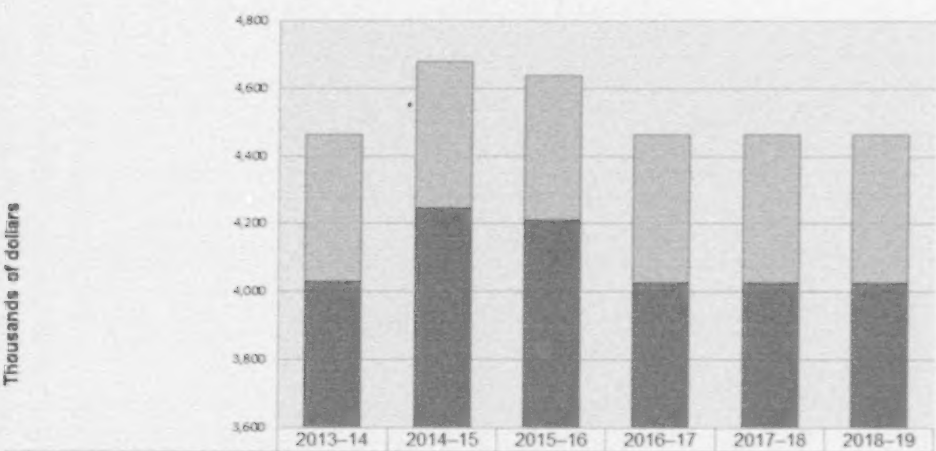
Alignment of 2016-17 Planned Spending With the Whole-of-Government Framework[ii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016-17 Planned Spending
Transparency and accountability in the lobbying of public office holders contribute to confidence in the integrity of government decision-making	1.1 Registry of Lobbyists	Government Affairs	A transparent, accountable, and responsive government	1,025,250
	1.2 Outreach and Education	Government Affairs	An accountable, transparent, and responsive government	772,854
	1.3 Compliance and Enforcement	Government Affairs	An accountable, transparent, and responsive government	1,121,510

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	-
Social Affairs	-
International Affairs	-
Government Affairs	**2,919,614**

Organizational Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	435	435	426	436	436	436
Voted	4,029	4,246	4,212	4,027	4,027	4,027
Total	4,464	4,681	4,638	4,463	4,463	4,463

The figure above illustrates the spending trend for the OCL from 2013-14 to 2018-19.

Actual spending corresponds to total expenditures as published in the Public Accounts of Canada. The forecast spending reflects the projected expenditures for 2015-16. The 2016-17 planned spending reflects the resources approved through Main Estimates. The planned spending for 2017-18 and 2018-19 reflects the approved resources.

The actual spending for 2014–15 and the forecast spending for 2015–16 show an increase compared to the 2013–14 actual spending. The increase is mainly attributable to payments in arrears, severance payments, and parental benefits. The planned spending for future years is expected to remain constant.

Estimates by Vote

For information on the Office of the Commissioner of Lobbying's organizational appropriations, consult the 2016-17 Main Estimates.[iii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

Transparency and accountability in the lobbying of public office holders contribute to confidence in the integrity of government decision-making.

Program 1.1: Registry of Lobbyists

Description

The OCL maintains an online Registry that makes information about lobbying activities public, including which designated public office holders were lobbied and on what subjects. The Registry is user-friendly, searchable and downloadable. The OCL reviews and approves lobbyists' registrations, and provides advice and technical support related to the Registry, the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
1,025,250	1,025,250	1,025,250	1,025,250

Human Resources (Full-Time Equivalents [FTEs])

2016-17	2017-18	2018-19
7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Lobbyists register and report their lobbying activities in accordance with the *Lobbying Act*.	Total number of lobbyists active during the fiscal year	8,400	March 31, 2017
	Total registration activities during the fiscal year	22,000	March 31, 2017
Canadians access information about lobbying activities through the Registry of Lobbyists.	Total times Registry information is accessed during the fiscal year	700,000	March 31, 2017

Planning Highlights

In order to achieve the expected results, the OCL plans to undertake the following activities:

- The OCL will modernize the Lobbyists Registration System (LRS) application by securing the services of a business analyst and a software developer to review and document the LRS application's source code, develop an updated database back-end, and develop new registration and search features for Registry users.

- The OCL will begin to address essential maintenance issues that had been deferred as a result of reductions announced in Budget 2012.

Program 1.2: Outreach and Education

Description

The OCL undertakes research to inform the development and delivery of its education and outreach products and activities. Outreach activities raise awareness about the requirements of the *Lobbying Act* and the *Lobbyists' Code of Conduct*. Outreach audiences include but are not limited to lobbyists, their clients and public office holders.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
772,854	772,854	772,854	772,854

Human Resources (FTEs)

2016-17	2017-18	2018-19
7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Outreach and education lead to new registrations.	New registrations during the fiscal year	1,200	March 31, 2017
Lobbyists are aware of the requirement to file accurate monthly communication reports in a timely manner.	Percentage of monthly communication reports that are accurate	90%	March 31, 2017
	Percentage of monthly communication reports that are filed in a timely manner	90%	March 31, 2017

Planning Highlights

In order to achieve the expected results, the OCL plans to undertake the following activities:

- The OCL will identify opportunities to enhance the Outreach and Education program, including exploring the integration of social media in its outreach and education activities.
- The Results Based Management Accountability Framework for the program was developed and approved in 2015-16. This fiscal year the OCL will secure the services of an evaluator to conduct an evaluation of the effectiveness of the Outreach and Education program.

Program 1.3: Compliance and Enforcement

Description

The OCL conducts monitoring and compliance verification activities to ensure that registrable lobbying activity is properly reported, and information provided by lobbyists is thorough, accurate and complete. Suspected and alleged non-compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct* is reviewed and, where appropriate, formal investigations are undertaken to ensure that lobbying activities are ethical and transparent. The Commissioner reports findings and conclusions in Reports on Investigation submitted for tabling in Parliament. The OCL also reviews applications for exemption from the five-year post-employment prohibition on lobbying to ensure that exemptions are granted only when to do so would be consistent with the purposes of the Act.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending
1,121,510	1,121,510	1,121,510	1,121,510

Human Resources (FTEs)

2016-17	2017-18	2018-19
8	8	8

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Individuals, corporations and organizations engaged in lobbying activity comply with the *Lobbying Act* and the *Lobbyists' Code of Conduct*	Percentage of allegations of non-compliance that are assessed	100%	March 31, 2017
	Percentage of individuals, corporations and organizations subject to compliance measures that demonstrated improved compliance in the ensuing twelve month period	95%	March 31, 2017
	Percentage of individuals, corporations and organizations subject to verification that are found to be compliant with the Act	90%	March 31, 2017

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Former designated public office holders who request exemptions to the five-year prohibition on lobbying receive timely decisions in order to facilitate compliance with the *Lobbying Act*	Percentage of exemption reviews for which the letter of intent is completed within 60 days	100%	March 31, 2017

Planning Highlights

In order to achieve the expected results, the OCL plans to undertake the following activities:

- Continue to improve compliance verification processes and integrate a proactive approach to compliance across all programs.
- The mandate of the Compliance Advisory Team, instituted in 2016-17, will be strengthened. This team brings together employees from across the organization with education, registration, investigation, policy and IT expertise. This year, members will not only recommend approaches to improve compliance with the *Lobbying Act* and the *Lobbyists' Code of Conduct* but will also begin to lead compliance verification projects.
- Performance awards for executives will include a focus on more strategic compliance efforts through the integration of compliance activities across OCL's programs.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Material Services; and Acquisition Services.

Given the mandate of the OCL to develop and implement educational programs to foster public awareness of the requirements of the *Lobbying Act*, Communications Services are not included in Internal Services, but rather form part of the Outreach and Education program.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
1,940,872	1,940,872	1,940,872	1,940,872

Human Resources (FTEs)

2016–17	2017–18	2018–19
8	8	8

Planning Highlights

The OCL will continue to strengthen its management accountability framework, including planning and reporting instruments such as its Performance Measurement Framework and Strategy, Integrated Business and Human Resources Plan, Information Management/Information Technology Strategic Plan, Corporate Risk Profile, and Security and Business Continuity Plans. The OCL will also undertake its first program evaluation in 2016-17, to assess the effectiveness of its Outreach and Education program.

In 2016-17, the OCL will build on evaluation work to assess the effectiveness of its Outreach and Education program, including the analysis of data collected through surveys developed and implemented in 2015-16.

The OCL will continue to collaborate with counterparts in other Agents of Parliament. In particular, the OCL will expand its service agreement with the Office of the Privacy Commissioner with respect to hosting IT services. As the OCL continues to implement its IM/IT strategy, it will aim to achieve greater integration of its IT systems, which will streamline information management and business processes. Activities include:

- Finalizing a service agreement with the Office of the Privacy Commissioner to host the rest of the OCL's IM/IT infrastructure.
- Migrating the OCL's IM/IT systems to the new service provider.
- Once this has occurred, securing the services of a platform analyst to migrate the OCL's case management system and to integrate document management with the rest of the OCL's systems.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Office of the Commissioner of Lobbying's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the Office of the Commissioner of Lobbying's website.[iv]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31
(dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016–17 Planned Results minus 2015–16 Forecast Results)
Total expenses	5,535,380	4,988,999	546,381
Total revenues	-	-	-
Net cost of operations before government funding and transfers	5,535,380	4,988,999	546,381

The decrease from the 2015-16 estimated results to the 2016-17 planned results represents 9.8% of the total expenses. The difference is due primarily to a decrease in personnel costs ($167K), which was partially offset by an increase in professional services ($118K). The amortization cost expense decreased by ($261K) due to fully amortized assets nearing the end of their life cycle.

Supplementary Information Tables

The supplementary information tables listed in the 2016–17 Report on Plans and Priorities are available on the Office of the Commissioner of Lobbying's website.

- Departmental Sustainable Development Strategy;[v] and
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years.[vi]

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Tax Expenditures and Evaluations[vii] publication. The tax measures presented in that publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Office of the Commissioner of Lobbying of Canada
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Appendix: Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full time equivalent: A measure of the extent to which an employee represents a full person year charge against a departmental budget. Full time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non budgetary expenditures: Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole of government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government wide, high level outcome areas, grouped under four spending areas.

Endnotes

[i] *Justice Canada – Lobbying Act*, R.S.C., 1985, c. 44 (4th Supp.). http://laws.justice.gc.ca/eng/acts/L-12.4/

[ii] **Whole-of-Government Framework**, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[iii] **2016–17 Main Estimates**, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp

[iv] **Future Oriented Financial Operations 2016-17**, http://www.osl-cal.gc.ca/eic/site/012.nsf/eng/01228.html

[v] **Organizational Sustainable Development Strategy**, http://www.osl-cal.gc.ca/eic/site/012.nsf/eng/01233.html

[vi] **Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years**, http://www.osl-cal.gc.ca/eic/site/012.nsf/eng/01229.html

[vii] **Tax Expenditures and Evaluations**, http://www.fin.gc.ca/purl/taxevp-eng.asp